MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY FINAL EXAMINATION

TRIMESTER 1, 2019/2020

BOB2024 - ORGANIZATIONAL BEHAVIOUR

(All sections/ Groups)

18 OCT 2019
9:00AM-11:00AM
(2 Hours)

INSTRUCTIONS TO STUDENTS:

a. This question paper consists of **TWO** parts – Part A and Part B. The total number of pages for this examination paper is **7 pages** (including the cover page).

b. Please answer **ALL** questions.

- **Part A** contains multiple choice questions (40 marks). Write your answers in the Answer Booklet provided.

- **Part B** contains short-answer questions (60 marks). Write your answers in the Answer Booklet provided.

PART A: MULTIPLE CHOICE (40 MARKS)

Read each question below and then indicate the most appropriate answer in the answer booklet. (2 marks for each correct answer, for a total of 40 marks)

1. _____ refers to basing managerial decisions on the best available scientific proof.

   a. Emergency management
   b. Knowledge management
   c. Evidence-based management
   d. Personal knowledge management

2. Which of the following is a difference between sociology and psychology?

   a. Sociology studies humans and animals whereas psychology focuses exclusively on humans.
   b. Sociology studies people in relation to their social culture whereas psychology focuses on the individual.
   c. Sociology incorporates research from social sciences, philosophy, and natural sciences; psychology does not.
   d. Sociology uses various methods of empirical investigation whereas psychology uses limited critical analyses.

3. You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which faculty member is most likely to furnish information about personality, learning, and motivation?

   a. Sociology
   b. Anthropology
   c. Social Psychology
   d. Psychology

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4. _____ diversity refers to diversity in observable attributes such as race, ethnicity, sex, and age.
   a. Psychographic
   b. Additive
   c. Surface-level
   d. Disjunctive

5. Jeremy Samuels works in a police department in California. His job often requires him to observe clues that criminals leave behind. His job is to analyze these clues, which helps the department catch the criminal. Which of the following dimensions of intellectual ability does Samuels most likely have?
   a. spatial visualization
   b. perceptual speed
   c. extent flexibility
   d. dynamic flexibility

6. Janice Hartley works as a writer at a fashion magazine in New York. She was recently asked by her editor to write an article on "10 must-haves for the autumn season." Her editor has now sent back the article saying it is not interesting enough to hold the attention of the reader. Janice is upset and disappointed about the feedback. Which component of an attitude is represented in this scenario?
   a. positive component
   b. cognitive component
   c. affective component
   d. behavioral component

7. Emotions such as relaxation, serenity, and calmness comprise the _____ mood dimension.
   a. low positive affect
   b. neutral affect
   c. low negative affect
   d. high positive affect

8. According to the Myers-Briggs Type Indicator (MBTI) classification, introverted-intuitive-thinking-judging type of people are _____.
   a. visionaries
   b. organizers
   c. conceptualizers
   d. executors

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9. Emily Boyce, a project manager at an insurance firm, regularly satisfices while making decisions. She often comes across complicated problems which would take a long time to resolve. Due to the pressing deadlines, she often meets project goals by satisficing a large number of her decisions. Which of the following is Boyce most likely to do?

   a. seek complete information while making decisions
   b. search for solutions that are reasonable
   c. identify all possible options to solutions
   d. analyze each alternative in an unbiased manner

10. If Alberta is categorized as a Theory X manager, which of the following behaviours is she most likely to exhibit?

   a. She will empower her subordinates.
   b. She will trust her employees to use their discretion in most matters.
   c. She will strictly control all the details of any project she is managing.
   d. She will delegate authority extensively to junior managers.

11. Edith believes that the methods for determining salary hikes and bonuses in her company are extremely unfair. In this case, Edith perceives a lack of _____ justice.

   a. interpersonal
   b. distributive
   c. associative
   d. procedural

12. Managers at Flavors, a restaurant chain, train their employees such that in the absence of employees, someone trained in the same skills can step in and do the job equally well. Thus, many modules in training are extensive as they provide employees with details of the skill sets required for different jobs. In practice, this lengthy training program does help the company as a well-trained and flexible workforce is at their disposal at all times. The managers at Flavors use _____.

   a. job rotation
   b. vertical enhancement
   c. telecommuting
   d. job sharing

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13. For management, the major downside of telecommuting is _____.

a. decreased productivity
b. increased turnover
c. educed morale
d. less direct supervision of employees

14. Which of the following is true regarding formal groups?

a. They are natural formations that arise in response to the need for social contact.
b. They lack clearly defined structures and roles for their members.
c. They have negligible impact on employee performance and behavior.
d. They are marked by stipulated behaviors in pursuit of organizational goals.

15. Araceli is a team member in a large corporation. She never speaks in team meetings because she has seen members talk behind each other's backs after the meetings. Members are constantly monitoring the other members' work and looking for mistakes to point out in a meeting. According to the information provided, which contextual factor is lacking in Araceli's team?

a. adequate resources
b. climate of trust
c. team structure
d. performance evaluations

16. Which of the following communication channels provides the lowest information richness?

a. online group discussions
b. face-to-face conversations
c. telephone conversations
d. reports and bulletins

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17. The leader-participation model focuses on _____.

a. the personality traits of leaders
b. the presence of charisma in the leader
c. the way decisions are made by the leader
d. the mere projection of successful leadership by the leader

18. Conflict that relates to the content and goals of work is called _____ conflict.

a. job
b. task
c. relationship
d. process

19. Chain of command is a key element of an organization's structure. Which of the following key questions is addressed by this element?

a. How many individuals can a manager efficiently and effectively direct?
b. To whom do individuals and groups report?
c. On what basis will jobs be grouped together?
d. To what degree are activities subdivided into separate jobs?

20. Danny's boss is apathetic as to whether Danny works at home, at the office, or from his beach house. All he cares about is that the project is completed on time, on budget, and with exemplary quality. Which characteristic of organizational culture describes this aspect of Danny's job?

a. low risk taking
b. high outcome orientation
c. high attention to detail
d. low aggressiveness

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PART B: SHORT ANSWERS QUESTIONS (60 MARKS).
Please Answer All Questions.

QUESTION 1 (20 marks)

a) How have the fields of psychology and sociology contributed to our understanding of organizational behavior

(10 marks)

b) Compare and contrast the four ways that employees can express job dissatisfaction.

(10 marks)

Question 2 (20 marks)

a) Briefly describe the five key traits in the Big Five model.

(10 Marks)

b) Describe the path-goal theory of leadership.

(10 Marks)

Question 3 (20 marks)

a) Explain the primary methods of maintaining an organization's culture.

(10 Marks)

b) What is a virtual organization? What elements of organizational structure are important to create and sustain a successful virtual organization?

(10 Marks)

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